




Department of Energy
Washington, D. C. 20685

April 30, 2007

MEMORANDUM FOR: Program Resource Managers

FROM: Howard G. Borgstrom 
Working Capital Fund Manager

SUBJECT: FY 2009 Budget Projections for Working Capital Fund

Introduction

This memorandum and its attachments provide projections for the Working Capital Fund components of your FY 2009 Corporate Review Budget (CRB) requests. Unless otherwise noted, these estimates are based on current Board pricing policies, current consumption patterns, and specific cost changes associated with building rent and energy charges.

For reference purposes, we have included actual billings during FY 2006 and an updated billing estimate for FY 2007. The FY 2007 update is consistent with Table III in the memorandum accompanying your March bill, and further FY2007 updates will be provided next month with your April bill. FY 2008 estimates in the attachments remain the same as those we provided in December 2006 in preparation for the FY 2008 Congressional request.

Unless otherwise noted, these estimates assume the continuation of current WCF pricing policies through FY 2009 and consumption patterns observed in FY 2007. At the April 25, 2007 WCF Board Meeting new businesses were proposed for the WCF beginning FY 2009. The Fund Manager is forming five working groups to develop pricing proposals for the nine proposals, with the goal of reporting back to the Deputy Secretary by May 25, 2007. This will require another Board meeting in May to formalize the recommendations of the working groups. Revised budget estimates will be provided shortly thereafter.

General

The Working Capital Fund provides a framework for managing certain common administrative services within the Department. An underlying goal is to give program office customers the opportunity, incentive, and information to make cost-effective decisions regarding their use of such services. While the Fund staff supplies customers with good faith estimates of future spending patterns, there are numerous ways in which customers themselves will determine their

level of usage. In some cases, customers may choose to acquire services outside the Fund, and in other cases, customers may make tradeoffs to expand their use of Fund services in order to reduce other costs, including travel or contractual services. Furthermore, customers already appear to have made tradeoffs within the services provided through the Fund, including reduced use of paper and copying through increased reliance on electronic communication. Finally, the current pricing policies of certain businesses permit business line managers and customers to enter into bilateral agreements for special services over and above standard service levels. Examples include major building alterations and special group training arrangements in the PMCDP.

Because of these opportunities for customer choice, customer organizations are responsible for developing budgets based on their best understanding of likely future needs. The estimates provided in the attachments are intended only as guidance based on patterns that have been identified by the Fund business line and financial staff based on standard service levels and current policies.

Outyear Estimates

The detailed estimates provided in the attachments extend only to FY 2009 and are linked to current pricing policies. Customers will need to make their own judgments about any real changes to consumption levels in future years for purposes of the five-year budget estimates. To reflect the effects of inflation, we recommend use of 2.5% annual price growth after 2009. This is a composite of the 3% price growth forecast by GSA for rental payments (about half of the WCF costs for many customers) and the 2.1 % estimate in the FY 2008 budget guidance. Also, OMB is using 2.4 % as the annual change in the deflator for non-Defense government costs.

FY 2009 Guidance

Current pricing policies are documented in the *Guide to Services, Policies, and Procedures* (Blue Book). You can review these policies on the WCF Home Page [<http://www.wcf.doe.gov>].

Attached to this memorandum are the following tables:

- Table A provides the actual billings by customer organization and business line for FY 2006, the most recent full year of operations.
- Table B provides the most recent projections of FY 2007 billings, and is identical to Table III in the March 2007 billing memorandum issued last week.
- Table C is the estimate for the FY 2008 Congressional budget as provided to customers December 22, 2006.
- Table D represents our current estimate of FY 2009 requirements based on consumption patterns.
- Table E summarizes FY 2007 through FY 2009 estimates by customer organization.
- Table F summarizes FY 2006 through FY 2009 estimates by business line.

The following sections describe the derivation of projections for specific businesses.

Supplies: For FY 2009, the estimates are based on FY 2007 consumption levels.

Mail Services: FY 2009 amounts are based on the FY 2008 Budget estimates. No rate increases are projected in these estimates.

Copying: FY 2009 amounts are based on the FY 2008 Budget estimates. Program organizations that are considering replacing or adding new dedicated copiers should contact the business line staff for help in developing estimates. If you expect to increase your use of the digitization service, you should consider deviating from our projections. FY 2007 estimates are understated because we have not billed for News Clippings service this year.

Printing and Graphics: FY 2009 amounts are based on the FY 2008 Budget estimates.

Building Occupancy: All Building Occupancy estimates include projected customer billings for Electronic Services. Estimates include rent increases of 5.5% due to rising utility costs and expected GSA rental rate changes.

Telephones: FY 2009 amounts are based on the FY 2007 budget estimates.

Networking: FY 2009 amounts are based on FY 2007 consumption levels. The CIO continues to review the need to upgrade the Network, technical alternatives, and possible financing mechanisms, but this issue has not been presented to the Board for decision. Depending on when and how upgrades are financed Network and Telephone infrastructure charges may need to be increased, in nominal dollars, by 10-15% over current rates.

Procurement Management: FY 2009 amounts are based on FY 2009 forecast requirements for Contract Closeout and FY 2007 actual experience for Purchase Card Surveillance. Customers may contact Jeff Rubenstein (202-287-1516) for more information.

Payroll and Personnel: FY 2009 amounts are allocated in accordance with the Department's latest official manpower levels used for the FY 2007 WCF Bill.

Corporate Training Services: FY 2009 estimates for On-Line Learning are based on FY 2004 actual billing, which was the last time the program was billed in the WCF. The estimate also includes budget projections for professional skills training based on the best knowledge of the business manager.

Project Management Career Development Program: FY 2009 estimates are based on FY 2007 consumption levels.

External Independent Reviews: These reviews will not be financed in the WCF and as such we project no spending requirements for any fiscal year for these reviews. For more information you are directed to Catherine Santana (MA-50).

STARS/IDW: The pricing policy adopted by the Board for FY 2006 was based on organizational shares of DOE budgets for FY 2003-FY 2005, based on the President's budget request to Congress for FY 2006 (early CY 2004). Our FY 2009 distribution uses the same formula but is based on FY 2006-FY 2008 estimates in the President's budget for FY 2008.

Financial Control Reporting Assessment: FY 2009 estimates are based on the same distribution methodology used by STARS/IDW, that is, a prorata share of appropriations.

Questions?

Program organizations are invited to ask questions or seek clarification. Please feel free to contact Howard Borgstrom (6-5923), Bob Emond (6-2354), or any of the business line points-of-contact listed below.

BUSINESS LINE	BILLING CONTACT	TELEPHONE
Administrative Services: Building Occupancy Supplies Mail Printing and Graphics Copying	Michael Wolfe	(202) 586-1321
Information Management: Telephones Desktop Services Networking	Ann Warnick Judy Saylor Ann Warnick Judy Saylor	(301) 903-3056 (301) 903-4999 (301) 903-3056 (301) 903-4999
Contract Closeout	Jeff Rubenstein	(202) 287-1516
Payroll Processing	Jerry Odegard	(301) 903-4934
CHRIS	Michael Fraser	(202) 586-1910
Corporate Training Services (CTS) On Line Learning Center (OLC) Training Delivery & Services (TDS)	William Wood	(202) 586-1709
Project Mgt. Dev. Program (PMCDP)	Wanda Chambers	(202) 586-8114
STARS/Internal Reporting	Bob Emond	(202) 586-2354
A-123	Brian Boos	(301) 903-3858

The attached tables will be available after April 14 on the Working Capital Fund Home Page at <http://www.wcf.doe.gov>.

cc: Working Capital Fund Board
Business Line Managers

ACTUAL CUSTOMER COSTS FY 2006
(\$ IN THOUSANDS)

Table A

ORG CODE	SUPPLY	MAIL	COPYING SERVICE	PRINTING & GRAPHICS	BLDG OCCUP	PHONE SERVICE	DESKTOP SUPPORT	NETWORK	PROCUREMENT MGT	PAYROLL & CHRIS	CORP TRAINING SERV	PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM	STARS	INDIRECT	TOTAL ALL ACTIVITIES	
AB	2	15	10	36	130	11	1	5	0	2	0	0	0	0	212	AB
BCA	1	0	0	0	93	2	0	1	0	1	1	0	0	0	101	BCA
BPA	1	14	1	28	103	11	5	16	0	1	6	0	0	0	186	BPA
CF	147	78	174	86	2,650	326	88	390	14	90	6	8	6	120	4,180	CF
CI	16	30	12	36	474	73	4	36	0	10	0	0	1	0	691	CI
CN	36	28	16	41	914	105	1	14	10	11	0	1	0	0	1,178	CN
DR	3	16	0	14	83	6	2	5	0	2	0	0	0	0	132	DR
ED	27	50	32	42	397	55	4	38	2	13	1	0	1	0	661	ED
EE	298	159	192	323	3,947	437	30	616	61	210	15	16	186	0	6,490	EE
EH	80	49	69	100	2,710	271	14	291	2	85	4	3	21	0	3,701	EH
EI	187	95	126	245	5,526	459	2	5	220	150	12	10	12	0	7,047	EIA
EM	225	62	210	81	3,673	545	47	690	92	540	29	494	1,070	0	7,758	EM
FE	146	57	76	119	1,932	326	17	398	49	369	13	66	117	0	3,684	FE
GC	64	52	40	135	2,201	180	7	87	2	62	4	0	3	0	2,838	GC
HG	7	22	8	93	562	22	2	16	0	11	0	0	1	0	744	HG
HR	65	87	87	66	1,418	193	16	121	0	40	7	3	2	0	2,105	HR
IG	46	61	16	78	1,089	94	10	62	2	108	4	0	6	0	1,575	IG
IM	144	66	53	30	3,523	521	333	298	14	39	2	20	13	0	5,054	IM
IN	77	74	25	19	2,000	828	1	3	6	25	5	0	0	0	3,063	IN
LM	17	25	99	8	369	51	5	67	7	28	2	18	10	0	706	LM
MA	214	282	222	333	6,484	529	53	351	49	106	23	3	7	0	8,657	MA
NA	527	303	362	121	12,468	1,841	74	1,143	235	970	35	198	1,195	0	19,471	NA
NE	88	48	106	89	1,534	247	15	160	39	168	6	83	60	0	2,643	NE
NR	0	1	1	4	0	107	0	1	0	81	0	0	111	0	306	NR
OE	38	59	20	37	613	157	5	44	0	21	2	1	16	0	1,014	OE
PA	14	43	165	26	299	51	3	25	0	7	0	0	1	0	636	PA
PI	58	19	64	55	1,202	167	11	89	12	42	2	0	2	0	1,723	PI
RW	41	22	34	19	1,090	139	6	92	5	72	10	55	100	0	1,685	RW
S	20	27	19	100	674	97	3	48	0	10	0	0	1	0	999	S
SC	240	111	192	171	2,711	376	33	373	52	383	19	112	517	0	5,289	SC
SO	166	95	194	75	3,759	599	55	281	58	99	4	6	41	0	5,433	SO
WAPA	1	13	1	90	110	6	0	118	31	659	9	3	0	0	1,041	WAPA
FO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	FO
TOTAL	\$2,999	\$2,061	\$2,630	\$2,696	\$64,738	\$8,832	\$846	\$5,883	\$964	\$4,413	\$221	\$1,100	\$3,500	\$120	\$101,003	

PROJECTED CUSTOMER COSTS FY 2007
Based on Six Months Actual Experience
(Dollars in Thousands)

Table B

ORG CODE	SUPPLY	MAIL	COPYING SERVICE	PRINTING & GRAPHICS	BLDG OCCUP	PHONE SERVICE	NETWORK	PROCUREMENT MGT	PAYROLL & CHRIS	CORP TRAINING SERV	PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM	STARS	INTERNAL CONTROL	INDIRECT	TOTAL ALL ACTIVITIES
AB	1	0	0	0	0	0	0	0	0	0	0	0	0		1
BCA	1	0	0	0	17	2	1	0	0	0	0	0	0		21
BPA	1	14	25	26	108	12	47	0	0	0	0	0	0		233
CF	117	81	132	147	2,755	331	441	47	85	8	31	6	8	120	4,310
CI	22	32	53	58	491	67	45	2	11	0	0	1	1		782
CN	9	20	26	33	1,020	600	14	1	0	0	3	0	0		1,726
DR	0	0	0	0	87	1	1	0	2	0	0	0	0		91
ED	14	48	79	88	417	51	43	26	12	0	0	1	1		781
EE	326	168	26	181	4,213	410	520	113	176	7	18	186	252		6,596
EH	10	0	0	0	2,936	83	152	51	74	0	9	21	25		3,360
EI	181	104	46	127	6,501	481	5	73	142	8	8	12	18		7,706
EM	187	56	79	96	3,396	558	617	121	498	34	479	1,070	1,387		8,577
FE	114	59	54	86	2,048	303	436	69	343	11	19	117	149		3,807
GC	67	49	66	82	2,310	165	106	3	57	3	0	3	5		2,917
HG	5	22	26	35	634	20	15	2	11	0	0	1	1		772
HR	66	100	105	152	1,471	207	157	19	51	16	0	2	4		2,349
HS	240	147	132	212	3,830	735	393	15	90	20	8	41	66		5,929
IG	49	58	53	85	1,150	89	75	3	106	16	0	6	9		1,697
IM	227	63	105	116	3,829	495	613	25	35	13	31	13	20		5,587
IN	44	195	26	208	2,046	50	5	2	42	3	0	0	0		2,622
LM	10	19	26	32	356	40	119	7	22	1	4	10	25		672
MA	151	264	329	429	6,936	529	415	75	95	10	0	7	11		9,252
NA	546	419	158	498	13,189	1,700	1,191	241	938	55	220	1,195	1,953		22,303
NE	102	52	74	89	1,665	227	131	100	164	12	25	60	118		2,818
NR	0	1	0	1	0	48	0	0	83	1	0	111	0		245
OE	44	55	105	108	839	167	52	0	22	4	10	16	28		1,449
PA	16	30	53	56	256	52	27	1	7	4	0	1	1		504
PI	52	18	26	31	1,265	155	105	35	37	1	0	2	4		1,732
RW	47	25	26	38	1,181	140	192	31	68	10	34	100	114		2,005
S	26	26	26	39	676	92	52	0	11	0	0	1	1		951
SC	241	98	53	124	2,879	392	444	18	438	13	95	517	798		6,110
WAPA	1	13	25	26	115	6	145	0	643	12	5	0	0		992
FO	0	0	0	0	0	0	0	0	0	31	1	0	0		32
TOTAL	\$2,917	\$2,237	\$1,936	\$3,205	\$68,617	\$8,207	\$6,557	\$1,080	\$4,260	\$293	\$1,000	\$3,500	\$5,000	\$120	\$108,929

PROJECTED CUSTOMER COSTS FY 2008
(\$ IN THOUSANDS)

Table C

ORG CODE	SUPPLY	MAIL	COPYING SERVICE	PRINTING & GRAPHICS	BLDG OCCUP	PHONE SERVICE	NETWORK	PROCUREMENT MGT	PAYROLL & CHRIS	CORP TRAINING SERV	PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM	STARS	INTERNAL CONTROL	INDIRECT	TOTAL ALL ACTIVITIES	
BCA	0	0	0	0	0	0	0	0	0	0	0	0	0		0	BCA
BPA	1	14	1	85	112	11	13	0	0	25	0	0	0		262	BPA
CF		79	202	177	2,954	400	508	20	89	11	8	5	8	120	4,582	CF
CI	16	31	13	67	506	69	37	2	11	2	0	1	1		755	CI
CN	36	34	17	32	1,059	98	15	1	0	3	1	0	0		1,296	CN
DR	0	0	0	0	0	0	0	0	0	0	0	0	0		0	DR
ED	27	47	32	38	430	52	37	26	12	2	0	1	1		705	ED
EE	298	158	203	209	4,253	437	679	114	189	21	16	177	252		7,006	EE
EH	80	51	60	69	3,116	403	317	51	80	25	3	18	25		4,299	EH
EI	187	96	148	304	6,073	547	7	73	149	37	10	13	18		7,662	EIA
EM	225	63	215	48	3,723	532	730	124	532	89	394	971	1,387		9,033	EM
FE	146	53	87	340	2,141	281	425	66	363	64	66	105	149		4,285	FE
GC	64	50	38	154	2,379	173	91	3	61	29	0	3	5		3,051	GC
HG	7	23	8	68	642	23	21	2	12	2	0	1	1		808	HG
HR	65	88	53	54	1,505	152	143	30	52	9	3	3	4	0	2,161	HR
HS	169	121	157	104	4,232	717	409	15	96	13	6	46	66		6,151	HS
IG	46	61	19	87	1,197	89	70	3	113	22	0	6	9		1,721	IG
IM	144	64	50	52	4,096	527	536	25	36	12	20	14	20		5,597	IM
IN	77	126	23	15	2,110	746	3	2	43	19	0	0	0		3,165	IN
LM	17	22	98	9	400	30	73	7	23	6	18	18	25	0	745	LM
MA	214	289	238	289	7,075	513	369	64	98	17	3	8	11		9,189	MA
NA	527	451	340	346	13,796	1,636	1,229	186	998	158	198	1,256	1,953		23,073	NA
NE	88	48	55	37	1,682	209	178	92	167	61	83	82	118		2,901	NE
NR	0	1	2	0	0	105	1	0	86	0	0	111	0		306	NR
OE	38	59	9	9	647	23	44	0	23	2	1	20	28		904	OE
PA	14	43	201	122	318	56	29	1	8	3	0	1	1		796	PA
PI	58	21	52	1	1,303	141	110	35	39	4	0	3	4		1,770	PI
RW	41	22	43	15	1,209	165	98	31	70	5	55	79	114		1,948	RW
S	20	26	23	82	822	98	54	0	11	27	0	1	1		1,165	S
SC	240	125	180	173	3,124	390	377	54	467	25	112	559	798		6,625	SC
WAPA	1	13	1	45	119	64	118	31	675	19	3	0	0		1,090	WAPA
FO	0	0	0	0	0	0	0	0	0	46	0	0	0		46	FO
TOTAL	\$2,849	\$2,280	\$2,569	\$3,031	\$71,023	\$8,689	\$6,718	\$1,058	\$4,501	\$758	\$1,000	\$3,500	\$5,000	\$120	\$113,098	

PROJECTED CUSTOMER COSTS FY 2009
(\$ IN THOUSANDS)

Table D

ORG CODE	SUPPLY	MAIL	COPYING SERVICE	PRINTING & GRAPHICS	BLDG OCCUP	PHONE SERVICE	NETWORK	PROCUREMENT MGT	PAYROLL & CHRIS	CORP TRAINING SERV	PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM	STARS	INTERNAL CONTROL	INDIRECT	TOTAL ALL ACTIVITIES	
BPA	1	17	28	22	116	12	47	0	0	6	0	0	0		249	BPA
CF	152	84	140	142	3,082	345	525	20	89	33	31	6	8	120	4,777	CF
CI	24	36	29	52	529	70	41	2	11	5	0	1	1		801	CI
CN	11	24	30	39	0	531	14	1	0	3	3	0	0		656	CN
DR	0	0	0	0	0	0	0	0	0	0	0	0	0		0	DR
ED	15	53	37	67	450	54	41	26	12	6	0	1	1		764	ED
EE	327	216	264	333	4,533	407	502	114	189	27	18	176	252		7,357	EE
EH	0	0	0	0	0	0	0	0	0	0	0	0	0		0	EH
EI	183	115	148	222	6,496	468	5	73	149	25	8	14	20		7,926	EIA
EM	189	68	178	86	3,730	627	775	124	532	108	479	892	1,274		9,061	EM
FE	116	66	67	62	2,240	252	424	66	363	29	19	116	165		3,983	FE
GC	68	54	61	174	2,974	180	100	3	61	16	0	4	5		3,699	GC
HG	8	26	30	115	673	18	13	2	12	5	0	1	1		903	HG
HR	68	107	116	55	1,573	181	173	30	52	57	0	3	5		2,421	HR
HS	242	157	156	70	7,031	751	456	15	96	71	11	61	88		9,204	HS
IG	51	61	42	112	1,252	92	73	3	113	12	0	7	10		1,827	IG
IM	229	69	109	55	4,288	497	575	25	36	37	31	15	22		5,988	IM
IN	45	120	47	38	3,313	645	4	2	43	12	0	0	1		4,270	IN
LM	12	23	28	18	377	39	113	7	23	12	4	23	33		712	LM
MA	155	321	244	406	7,540	567	348	126	98	46	0	9	13		9,873	MA
NA	550	302	228	263	14,333	2,098	1,445	186	998	163	220	1,254	1,792		23,831	NA
NE	104	56	56	83	1,884	198	132	92	167	40	25	102	145		3,082	NE
NR	0	2	0	4	0	43	0	0	86	3	0	118	168		423	NR
OE	45	46	34	31	839	167	42	0	23	13	10	20	28		1,297	OE
PA	16	48	178	43	276	52	26	1	8	15	0	1	1		664	PA
PI	54	22	62	65	1,362	148	97	35	39	4	0	3	4		1,894	PI
RW	49	29	40	38	1,268	147	189	0	70	30	34	76	108		2,078	RW
S	28	29	40	154	858	100	48	0	11	1	0	1	1		1,272	S
SC	240	111	156	247	3,288	423	423	54	467	36	95	598	855		6,994	SC
WAPA	1	17	0	75	126	7	145	0	675	10	5	0	0		1,061	WAPA
FO	0	0	0	0	0	0	0	0	0	0	1	0	0		1	FO
TOTAL	\$2,983	\$2,276	\$2,549	\$3,068	\$74,431	\$9,119	\$6,776	\$1,007	\$4,421	\$825	\$994	\$3,500	\$5,000	\$120	\$117,070	

PROJECTED CUSTOMER COSTS FY 2009
Comparison of Annual Estimates by Customer

Table E

ORG CODE	FY 2007 Estimate	FY 2008 Cong Request	FY 2009 Estimate	Difference from FY 2008	Difference %
AB	1	0	0	0	0%
BCA	21	0	0	0	0%
BPA	233	262	249	(13)	-5%
CF	4,310	4,582	4,777	195	4%
CI	782	755	801	46	6%
CN	1,726	1,296	656	(640)	-49%
DR	91	0	0	0	0%
ED	781	705	764	59	8%
EE	6,596	7,006	7,357	351	5%
EH	3,360	4,299	0	(4,299)	-100%
EI	7,706	7,662	7,926	264	3%
EM	8,577	9,033	9,061	28	0%
FE	3,807	4,285	3,983	(302)	-7%
GC	2,917	3,051	3,699	649	21%
HG	772	808	903	94	12%
HR	2,349	2,161	2,421	260	12%
HS	5,929	6,151	9,204	3,053	50%
IG	1,697	1,721	1,827	106	6%
IM	5,587	5,597	5,988	391	7%
IN	2,622	3,165	4,270	1,105	35%
LM	672	745	712	(33)	-4%
MA	9,252	9,189	9,873	684	7%
NA	22,303	23,073	23,831	759	3%
NE	2,818	2,901	3,082	181	6%
NR	245	306	423	117	38%
OE	1,449	904	1,297	393	44%
PA	504	796	664	(133)	-17%
PI	1,732	1,770	1,894	124	7%
RW	2,005	1,948	2,078	130	7%
S	951	1,165	1,272	107	9%
SC	6,110	6,625	6,994	368	6%
WAPA	992	1,090	1,061	(28)	-3%
FO	32	46	1	(45)	0
TOTAL	\$108,929	\$113,098	\$117,070	\$3,972	3.5%

PROJECTED CUSTOMER COSTS FY 2009
Comparison of Annual Estimates by Business Line

Table F

ORG CODE	FY 2006 Actual	FY 2007 Estimate	FY 2008 Congressional Budget	FY 2009 Estimates	Difference from FY 2008	Difference %
Supplies	2,999	2,917	2,849	2,983	134	4.7%
Mail	2,061	2,237	2,280	2,276	(4)	-0.2%
Copy	2,630	1,936	2,569	2,549	(21)	-0.8%
P&G	2,696	3,205	3,031	3,068	37	1.2%
Building	64,738	68,617	71,023	74,431	3,408	4.8%
Phones	8,832	8,207	8,689	9,119	430	4.9%
Desktop	846	0	0	0	0	0.0%
Network	5,883	6,557	6,718	6,776	58	0.9%
Proc Mgt	964	1,080	1,058	1,007	(51)	-4.8%
Payroll/CHRIS	4,413	4,260	4,501	4,421	(80)	-1.8%
Corp Training	221	293	758	825	67	8.8%
PMCDP	1,100	1,000	1,000	994	(6)	-0.6%
STARS	3,500	3,500	3,500	3,500	(0)	0.0%
A-123	0	5,000	5,000	5,000	(0)	0.0%
Indirect	120	120	120	120	0	0.0%
TOTAL	\$101,003	\$108,930	\$113,098	\$117,073	\$3,974	3.5%